

## EMCOG CEDS 2024 UPDATE and AMENDMENT

In accordance with EDA requirements, the East Michigan Council of Governments' (EMCOG) recently completed its 2023 annual review of the 2021-2025 Comprehensive Economic Development Strategy (CEDS).

The CEDS was reviewed by EMCOG's Regional Economic Development (RED) Team members for updates, which were then submitted to EMCOG's Full Council for final approval prior to submission to EDA. On January 19, 2024, EMOG's Regional Economic Development (RED) Team approved the CEDS update, the contents of which are found on the following pages. The list of any changes is included in the tables found on pages 2-10.

Those items that have been addressed, along with actions taken, are included in this report. Those items that have not been addressed, while not included in this year's update, are anticipated to be reviewed again as part of the update in 2025 and again in the full update in 2026.

In addition to the review of the goals and strategies, it was decided that projects would be identified and included in this annual update to reflect possible projects that could be eligible for future EDA funding. Multiple discussions were held on what types of projects should be included 26 projects were identified as possible projects for funding. These projects are found on pages 11-19.

# EMCOG CEDS 2024 UPDATE and AMENDMENT

## GOAL 1. INFRASTRUCTURE

Capitalize on East Michigan’s existing transportation assets (roads, rail, port facilities, airports, etc.) and make strategic investments in regional infrastructure, including broadband, that improve the region’s economic competitiveness.

Strategies	Initiatives	2023 Update
Adopt and incorporate the Michigan Infrastructure Council’s recommendations for integrated asset management, which ensures more efficient use of public dollars, sustainable community, planning and resilient infrastructure management.	Ensure that community comprehensive development plans incorporate hazard mitigation plans and other regional planning documents to make sure plans and agencies are in alignment.	<p>Comprehensive plans/master plan drafts are submitted to EMCOG staff for review and are checked for mitigation plan references.</p> <p>As Hazard Mitigation Plan updates are completed, the incorporation of hazard mitigation into other planning documents is included as a project.</p> <p>Recreation and Park plans are also recommended for inclusion in Master Plan/Hazard Mitigation plan development.</p> <p>EMCOG has a staff member who is a MIC certified Asset Management Champion.</p>
	Update and maintain a regional asset inventory of physical resources that support the region’s target sectors.	We encourage maintaining a regional asset inventory of physical resources by taking detailed Pavement Surface Evaluation and Rating (PASER) along with regional culvert evaluations by following the Transportations assist Management Council guidelines.
	Fill essential gaps in the regional transportation network to support the growth of existing businesses and the attraction of new companies.	We encourage the filling of these gaps at the local, county, small urban and metropolitan levels through the RTF process, but this Initiative falls squarely into MDOT’s TIP planning process

## EMCOG CEDS 2024 UPDATE and AMENDMENT

Strategies	Initiatives	2023 Update
	Explore opportunities to incorporate smart and sustainable technical innovations into infrastructure improvement projects.	We encourage exploration of these opportunities and through implementation of our MDOT Work program.
1.2. Develop a region-wide broadband strategy to increase the availability of broadband infrastructure in the region, especially in rural and underserved communities.	1.2.1. Convene public and private sector leaders to understand and inventory existing efforts underway to expand telecommunications services in the region.	EMCOG staff coordinates with Connect Michigan individually and through MAR as well as the local units. Also see the 2021 Update to the Michigan Broadband Roadmap.
	1.2.2. Leverage the 2018 and 2021 Updated Michigan Broadband Roadmap strategic plan, as well as state and federal funding resources, to accelerate broadband projects in the region. (Capacity is often an obstacle for rural communities trying to move forward with technology action plans. Economic development partners should support these efforts by serving as a project lead or assisting with finding project leads.)	Arenac, Clare, Gladwin, and Iosco Counties were awarded Robin Grant awards that with private investment would have exceed \$50 million for fiber connections in these counties. However, the providers challenged the awards, and the grants were denied. As the communities could not fight the challenge the grant funds were rescinded.
	1.3.2. Take a proactive and forward-looking approach to explore infrastructure improvements needed to support MBS International Airport and surrounding commercial establishments.	MBS recently received a \$5,636,628 FAA Airport Improvements grant award to rehab a runway and install a runway visual guidance system.
	1.3.3. Back efforts to maintain and improve the region’s highways and local roadways.	This is ongoing for EMCOG via our MDOT Master Agreement and contracts which include coordinating with all transportation partners, MPOs etc.

## EMCOG CEDS 2024 UPDATE and AMENDMENT

Strategies	Initiatives	2023 Update
	1.3.5. Leverage and make strategic investments in the region’s rail infrastructure to support the growth of key industries.	EMCOG staff has written several Letters of Support for federal grants for Lake State (which were successful).
1.4. Ensure the region’s water, sewer, and storm water systems meet the needs of the region’s businesses and residents, while protecting the natural environment.	1.4.1. Research and explore dedicated funding mechanisms for watershed protection and restoration.	A regional grant via the Regional Conservation Partnership Program (RCPP) for the upper Tittabawassee watershed was secured and several elements completed in answer to the flooding of 2020. The City of Beaverton is in the process of seeking \$1.5 million in matching funds to the \$1.5 million grant. The WIN group is dedicated to this activity as well.
	1.4.2. Ensure the region’s waterfront infrastructure meets the needs of residents, businesses, and developers to support healthy downtowns and talent attraction (strategy 4.2.1)	Great Lakes and St. Lawrence Cities Initiative through its Lake Huron Resilient Coastal Projects Initiative (RCPI) is working with four communities in the region to assist in their shoreline stabilization.
	1.4.3. Coordinate with public works departments to identify opportunities for housing developments (strategy 4.3).	Shaheen Development has completed multiple downtown developments in Bay City and Midland and is in the process of completing a mixed-use development in downtown Saginaw.  The Charter Township of Union was awarded a grant of more than \$10 Million from the state Drinking Water Fund to support extensive water system upgrades that include substantial areas of workforce and low-income housing.
1.6. Continue efforts made in the <b>2015</b> CEDS to increase comprehensive and more efficient transit systems, including nonmotorized networks, to support mobility (and Wellness) across the region.	Continue coordination with MDOT and local units of government to improve our transit systems and encourage consideration of non-motorized networks as a transportation priority during the planning and evaluation process.	The Region 7 Coordinated Plan, being developed by MDOT’s contractor the KFH Group is in draft form and will soon be available for comment.

## EMCOG CEDS 2024 UPDATE and AMENDMENT

### GOAL 2. WORKFORCE

Build on the collaboration among East Michigan’s higher education, adult education, primary and secondary education (Prek-12), and workforce development organizations to create a strong talent pool to support the region’s current and future employers.

Strategies	Initiatives	2023 Update
2.1. Leverage the region’s outstanding higher education institutions for talent retention and recruitment. Explore programs that support and encourage remote workers.	2.1.2. Expand Central Michigan University’s and Saginaw Valley State University’s successful talent attraction strategies to include additional colleges and universities in the region. Strengthen the campaign’s online presence and encourage remote networking opportunities.	Middle Michigan Development Corporation (MMDC), Saginaw Future continue to host annual events.
	2.1.3. Encourage collaborations among the region’s civic leadership programs. Bring leaders together to discuss regional issues and challenges; young people who are more engaged in their communities are more like to stay in the region and be invested in its long-term prosperity. Communities interested in setting up a leadership program should explore resources provided through the Association of Leadership Programs, as well as from existing programs in the region.)	Central Michigan University (CMU) utilizes the Michigan Area Health Education Center Program in its development of this medical school and locating in downtown Saginaw.
2.2. Advocate for and support the region’s higher education institutions during COVID-19 economic stabilization and recovery. Could this be expanded to include post-Covid (if we ever get there).	2.2.1. Effectively communicate the workforce training needs of the private sector to higher education to ensure the programs with the highest need remain available to students (strategy 5.1.2.).	MMDC secured and enacted a regional workforce training grant with higher education partners at Delta and Mid-Michigan College, training a significant number of incumbent workers in a variety of training topics.
2.3. Ensure that workforce development, economic development, and the private sector are working together to address the region’s workforce needs (strategy 4.2.3.).	2.3.1. Work with employers to develop alternative and flexible internship and experiential learning opportunities that do not require students to be on site.	EMCOG staff coordinates with those groups specifically tasked with this effort.

## EMCOG CEDS 2024 UPDATE and AMENDMENT

Strategies	Initiatives	2023 Update
	2.3.2. Increase awareness of virtual job fairs and events among the private sector.	This could be done via our new Facebook or Webpage or direct communications with our Mailing list.
2.4. Strengthen programs that build a skilled and resilient workforce, such as cross-training and upskilling employees.	2.4.1. Building on the success of the Delta college Fast Start™ program and the Mid-Michigan College program to support just-in-time workforce training.	Mid-Michigan college working with the Clare-Gladwin Regional Education Service District (RES D) created new, short term training programs for high school students and adults.
	2.4.2. Advance the initiatives under the 2018 state of Michigan Marshall Plan for Talent, which calls for increased and enhanced partnerships between the private sector and education. (Pursue innovation grants to support the region’s goals, which can include curriculum creation, project -based certification programs, equipment, staff and pilot programs. Explore opportunities to establish facilities in the region to support initiatives.)	Clare-Gladwin RESD has secured funding to expand skilled trades education for high school students by building a CTE Center on the Magnus Center property. Clare-Gladwin RESD continues to evaluate additional workforce training programs for Diesel and EV Technologies and Early Childhood Education.
	2.4.3. Continue to find ways to align veterans with regional employers, including leveraging the EMCOG RPI-5 grant program to support the Bay Veterans Foundation.	The Bay Veteran’s Foundation and other regional groups are now up and running.

## EMCOG CEDS 2024 UPDATE and AMENDMENT

### GOAL 3. INNOVATION

Leverage East Michigan’s higher education institutions, major industries, medical complexes, and innovation assets to establish the region as a center for technology-based entrepreneurship and small business growth.

Strategies	Initiatives	2023 Update
3.1. Work collaboratively with lenders, angel investors, and venture capitalists to improve access to capital for small businesses, especially in rural and underserved communities.	3.1.1. Urge traditional lenders to develop creative and flexible programs to increase lending to small businesses.	Included in EMCOG’s 2020 RLF Legacy Plan that has been updated.
	3.1.2. Strengthen relationships with angel investor networks outside of the EMCOG region, including other parts of Michigan and the Midwest.	There are groups specifically dedicated to this. We could coordinate with them where feasible and certainly encourage such activities.
	3.1.3. Expand the EMCOG East Central Michigan Revolving Loan Fund to include all 14 counties in the EMCOG region. Encourage and promote the fund to small and rural businesses throughout the region, especially those owned by people of color.	This remains a goal of EMCOG. The fate of such an expansion however lies totally with the State of Michigan and EDA at this point.
3.2 Encourage partnerships between the region’s higher education institutions and the public and private sector to spur innovation (strategy 5.1.2.).	3.2.2. Promote and encourage companies to continue to utilize university services available to private businesses, such as Saginaw Valley State University’s testing lab and prototype development programs.	Ongoing via RED Team, individual meetings, etc.
	3.2.3. Support catalyst and transformative projects between the public and private sectors, such as the infrastructure investments needed to bring the Central Michigan University College of Medicine to downtown Saginaw.	CMU is working toward relocating all four years of the Medical School to Downtown Saginaw.

## EMCOG CEDS 2024 UPDATE and AMENDMENT

Strategies	Initiatives	2023 Update
3.3. Continue to support and invest in childhood (PreK-12) education, especially in rural and underserved communities, build comprehensive programs around science, technology, engineering, art, and math to ensure students are prepared for the jobs of the future.	3.3.1. Encourage career exploration in PreK-12 programs throughout the region in coordination with the private sector.	MMDC was involved in a regional planning effort around childcare in surrounding communities under the MMDC umbrella.
3.4. Build on the region’s entrepreneurship and innovation assets to support business growth across the region. Expand the region’s toolkit to nurture and grow second-stage companies.	3.4.2. Create a regional entrepreneurship ecosystem map indicating various programs, initiatives, and assets to drive new business activity. Tailor resources specifically to the needs of traditionally underserved communities.	These activities would most likely be handled by MMDC, GLBRA, and MEDC as well as other economic development agencies.
	3.4.3. Encourage the development of shared facilities and resources such as makerspaces, tool libraries, and coworking spaces. Support free, highspeed Wi-Fi at these facilities to support entrepreneurs and develop a collaborative environment.	A makerspace project was pursued in the Thumb Region but did not to come to fruition.
3.5. Support and promote second-stage companies as they transition out of incubator and accelerator programs. Ensure entrepreneurs have the resources they need to grow their businesses as they transition technology out of universities (technology transfer).	3.5.1. Consider developing a coworking space that allows flexible lease terms for second-stage companies. Ensure the facility has the technological infrastructure and business support services needed to develop these companies.	The CMURC operates co-working space and business accelerator programs in Mt. Pleasant, Midland, Bay City, and Saginaw, and recently announced plans for significant renovations and upgrades to their flagship facility adjacent to the CMU campus in Mt. Pleasant. These projects were funded, in part, by the EDA.



## EMCOG CEDS 2024 UPDATE and AMENDMENT

### GOAL 4. PLACEMAKING

Goal: Embark on local and regional initiatives to strengthen the quality of place in each of East Michigan’s communities to create an attractive environment for residents and tourists.

Strategies	Initiatives	2023 Update
4.1. Continue to invest, and encourage investment in, downtown and main street development, especially in small and rural communities throughout the region.	4.1.1. Explore urban infill development opportunities, whether for pocket parks, urban gardens, or new commercial or residential construction. Leverage regional Land Bank databases to identify vacant lots (if available).	The Charter Township of Union recently completed the initial development of a pocket park connecting two adjacent east-side neighborhoods, which included demolition of a blighted structure and construction of a paved pathway and decorative perimeter fencing.
	4.1.2. Support cities that pursue the Michigan Economic Development Corporation Redevelopment Ready Communities program. Assist with capacity building to support small communities that lack staffing to complete the program. (Promote the region’s downtown and main street through different campaigns and events to draw people downtown.)	Ongoing support for RRC
4.2. Leverage the spectacular outdoor amenities in the region to improve quality of life for residents and tourists, as well as for talent retention and recruitment.	4.2.1. Support conservation efforts and the expansion of the rail trails network, river trails, and parts throughout the region (strategy 1.4.2.). (Advocate and support the cleanup of waterways and recreational area to promote sustainability and environmental stewardship.)	Ongoing as part of the CEDS and individual LOS for projects.  The City of Mt. Pleasant and Charter Township of Union are collaborating on plans for extension of the Mid-Michigan Pathway north from downtown Mt. Pleasant to Mission Creek Park.
4.3. Convene regional partners working to address housing shortages throughout the region to understand community needs, inventory current initiatives, and support best practices (strategy 1.4.3.).		Michigan has completed a statewide housing plan and has created 15 regional partners to complete a plan for that region. EMCOG is the lead agency for Region G, an eight-county region including Arenac, Bay, Clare, Gladwin, Gratiot, Isabella, Midland, and Saginaw Counties.

### GOAL 5. ECONOMIC DEVELOPMENT

## EMCOG CEDS 2024 UPDATE and AMENDMENT

Grow East Michigan’s economy through economic development activities (business retention, expansion, and recruitment) and marketing efforts that enhance the region’s image as a place to do business.

Strategies	Initiatives	2023 Update
5.2. Continue actively marketing to businesses for relocation or expansion to the region. Although business development activities should remain a core function of economic development, due to the COVID-19 public health crisis, business relocations and expansions are expected to slow during economic recovery and the region should set expectations and metrics accordingly.		These activities are handled by SFI, GLBRA, MMDC, Region 7 Collaborative, etc.
5.4. Prioritize economic development initiatives and projects that are inclusive and serve the greater region, including rural and traditionally underserved areas.		Accomplished through development of a CEDS project list which EDA can then review for project prioritization
5.5. Improve efficiencies within the economic development community by convening regularly to increase collaboration. The broad economic development should include, but not be limited to, workforce development, community development, destination marketing and downtown and main street development organizations.	5.5.1. Support local jurisdictions and communities that do not have the capacity to implement local economic development programs, including goals outlined in this CEDS plan.	EMCOG does this through the RED Team as well as when we review plans, grant applications and letters of support or letters of CEDS consistency

## EMCOG CEDS 2024 UPDATE and AMENDMENT

As cited earlier, eight (8) projects were selected by the RED Team to be included in the 2024 CEDS update. The reason for the inclusion of projects was to identify projects that were consistent with the goals and strategies of the CEDS to include in the update. On the following pages are the eight projects as identified by members of the Regional Economic Development (RED) Team.

The eight projects are in the various planning stages and all the information for several of the projects is not yet available. EMCOG staff is working with the agencies responsible for the planning the project and when the information becomes available will forward that information to the appropriate parties. The projects are located on the following pages and are included in no particular order.

## EMCOG CEDS 2024 UPDATE and AMENDMENT

**Project Name:** Regional (Midtown) Transit Gateway

**Location:** University Center, Michigan (Saginaw Valley State University)

**Action:** Connect two transit authorities (Bay County and Saginaw County) with a Midtown Transit Gateway at SVSU. This transformational project also creates an opportunity for other transit agencies in the region and around Michigan to make connections at this transit substation.

**Cost:** \$4,000,000

**Funds Received/Funding Source:** \$500,000/Federal Community Projects Grant

**Jobs to be Created:**

**Property Ownership:** Saginaw Valley State University (SVSU)

**Strategy Addressed: Goal 1.6** Continue efforts made in the 2015 CEDS to increase comprehensive and more efficient transit systems, including nonmotorized networks, to support mobility (and Wellness) across the region.

**Project Probability:**

**Other Potential Concerns:**

# EMCOG CEDS 2024 UPDATE and AMENDMENT

**Project Name:** Lake Huron Environmental Research Station

**Location:** Bay City

**Action:** Saginaw Valley State University (SVSU) intends to build an interdisciplinary Environmental Science Research Station on a 6-acre parcel of property along the Saginaw River in Bay City.

**Cost:** \$10,000,000

**Funds Received/Funding Source:** \$7,500,000/State of Michigan

**Jobs to be Created:**

**Property Ownership:**

**Strategy Addressed: Initiative 3.2.2.** Promote and encourage companies to continue to utilize university services available to private businesses, such as Saginaw Valley State University's testing lab and prototype development programs.

**Project Probability:**

**Other Potential Concerns:**

## EMCOG CEDS 2024 UPDATE and AMENDMENT

**Project Name:** Single Stream Regional Processing Facility

**Location:** Mount Pleasant

**Action:**

**Cost:** \$20,000,000

**Funds Received/Funding Source:** \$1.2 million, EPA/Saginaw Chippewa Indian Tribe for equipment, \$900,000, EGLE Infrastructure Grant

**Jobs to be Created:** UP to 12 additional jobs

**Property Ownership:** Isabella County

**Strategy Addressed: Goal 1.5** Support the work of the Great Lakes Bay Zero Waste Consortium to ensure solid waste and recycling systems in the region are efficient and effective.

**Project Probability:** 99 percent

**Other Potential Concerns:** Securing funding for the project

**Partnerships:**

## EMCOG CEDS 2024 UPDATE and AMENDMENT

**Project Name:** Clare-Gladwin RESD Diesel & EV Training Center

**Location:** City of Clare

**Action:** Renovate an existing structure and convert it to a Diesel and EV Training Center for high school, college, and adult students.

**Cost:** \$2,500,000

**Funds Received/Funding Source:** \$1,000,000, Clare-Gladwin RESD Career & Technical Education (CTE) Millage

**Jobs to be Created:** 8-12 jobs (estimated)

**Property Ownership:** Clare-Gladwin RESD

**Strategy Addressed: Goal 2.4.** Strengthen programs that build a skilled and resilient workforce, such as cross-training and upskilling employees.

**Project Probability:** 90 percent

**Other Potential Concerns:**

**Partnership:** Clare-Gladwin RESD will be partnering with Mid-Michigan College for high school, college, and adult learning opportunities.

# EMCOG CEDS 2024 UPDATE and AMENDMENT

**Project Name:** Medical Diamond Incentive

**Location:** City of Saginaw

**Action:**

**Cost:** \$150,000,000

**Funds Received/Funding Source:** \$43,000,000. State and local funds

**Jobs to be Created:** 100 jobs (estimated)

**Property Ownership:** Property is owned by City of Saginaw, Saginaw County Land Bank, and adjacent property is anticipated to be donated to the project.

**Strategy Addressed: Goal 2.4.** Strengthen programs that build a skilled and resilient workforce, such as cross-training and upskilling employees.

**Project Probability:** 90 percent

**Other Potential Concerns:** Project is on riverfront and there will be a need for riverfront stabilization and sea wall, utility relocation.

**Partnership:** Saginaw Future, Central Michigan University (CMU), Central Michigan University College of Medicine (CMED), and Saginaw Chamber of Commerce



## EMCOG CEDS 2024 UPDATE and AMENDMENT

**Project Name:** Advanced Manufacturing Center Phase II

**Location:** Mount Pleasant

**Action:**

**Cost:** \$12,182,544

**Funds Received/Funding Source:** \$2,500,000 State of Michigan

**Jobs to be Created:**

**Property Ownership:** Mid-Michigan College

**Strategy Addressed:** **Goal 2.2.** Advocate for and support the region's higher education institutions during COVID-19 economic stabilization and recovery. Could this be expanded to include post-Covid (if we ever get there). **Goal 2.3.** Ensure that workforce development, economic development, and the private sector are working together to address the region's workforce needs (strategy 4.2.3.). **Goal 2.4.** Strengthen programs that build a skilled and resilient workforce, such as cross-training and upskilling employees. Goal 5.4. Prioritize economic development initiatives and projects that are inclusive and serve the greater region, including rural and traditionally underserved areas.

**Project Probability:**

**Other Potential Concerns:**

## EMCOG CEDS 2024 UPDATE and AMENDMENT

**Project Name:** NSSF Engines: Type-2

**Location:** Mount Pleasant

**Action:**

**Cost:**

**Funds Received/Funding Source:**

**Jobs to be Created:**

**Property Ownership:**

**Strategy Addressed:** **Goal 3.2** Encourage partnerships between the region's higher education institutions and the public and private sector to spur innovation (strategy 5.1.2.). **Goal 5.4** Prioritize economic develop initiatives and projects that are inclusive and serve the greater region, including rural and traditionally underserved areas.

**Project Probability:**

**Other Potential Concerns:**

## EMCOG CEDS 2024 UPDATE and AMENDMENT

**Project Name:** Alma College Center for Business Innovation, Incubation, and Development

**Location:** Alma, MI

**Action:**

**Cost:** \$5,600,000

**Funds Received/Funding Source:** State and local funds

**Jobs to be Created:**

**Property Ownership:**

**Strategy Addressed: Goal 5.1** Promote economic resiliency within the region by supporting and growing existing businesses, as well as industry cluster development. A strong, diversified economy will help the region withstand and recover from economic cycles.

**Project Probability:**

**Other Potential Concerns:**